



Memorandum

TO: Honorable Mayor and City Council

FROM: Robert L. Davis

**SUBJECT: Evaluation of New Service Models
For Police Department Records and
Photo Lab Staffing**

DATE: May 25, 2006

Approved

/s/

Date 05/31/06

This memorandum is prepared in response to the Mayor's March 2006 Budget Message that directs the City Manager to "explore new service models, including cross-training staff to address the (Police) Department's needs as resources continue to focus on core service delivery."

POLICE DEPARTMENT STAFFING

Photo Lab

The Police Photo Lab is responsible for processing and printing all film related to crimes reported to the San José Police Department. The photographs produced by the Lab assist in criminal investigations and prosecutions. These photos are also provided, upon request and payment of fees, to insurance companies and citizens in accordance with state and federal law. The Lab routinely processes all film submitted in death and sexual assault investigations, fatal traffic accidents, and elder and child abuse, arson, and graffiti cases. Aside from a few other exceptions, all other film is only processed upon request. In fiscal year 2004-2005, the Photo Lab produced 122,816 prints for an average of 10,235 prints per month.

Until fiscal year 2004-2005, the Police Photo Lab was staffed with a civilian Photo Lab Technician and a Senior Office Specialist. In 2004-2005, the filled Senior Office Specialist position was eliminated due to City budget shortfalls. The Lab has made an effort to address the reduced work force by pulling civilian staff from other areas on a temporary basis to support the Lab; however, reductions to support staff throughout the Department, coupled with workload demands, prevents this substitution approach on an on-going basis. As an alternative solution, the Department's VOLT volunteer program has provided some limited support on a weekly basis. Additional support is still needed, thus the Department will continue to seek further assistance through the volunteer program when possible.

Lack of support staff in the Photo Lab has impeded the Lab Technician's ability to focus totally on print production since photographic evidence record-keeping must still be maintained. The Department will explore the implementation of technological improvements to streamline tracking of photographic evidence and the production of prints such as the use of digital

photographic equipment and digital storage. Grants funds will be sought to support these potential technological improvements.

Records

The primary purpose of the Operations Support Services Division (OSSD) is to manage and maintain local, state and federal databases in order to assist in the identification, apprehension and prosecution of criminal offenders and to ensure officer and public safety. OSSD is comprised of the following units: Vehicle Records, Report Processing, Services & Communications, Fingerprints, Warrants, and the Central Identification Unit. Some of the services provided by OSSD include: process convicted sex, narcotics, gang and arson registrants; provide vehicle impound releases; process stolen and recovered vehicle records; process booked and stolen property and weapons; process and serve criminal warrants and traffic warrants; identify subjects through fingerprint comparison; and control and protection of the release of confidential information (including criminal histories and crime reports). The Division operates 24 hours a day, 365 days of the year including holidays.

The functions within OSSD require a high level of knowledge of local, state, and federal data systems, laws, policies and procedures. It takes between four and six months for a new Police Data Specialist (PDS) to acquire the knowledge necessary to perform basic functions within the Division. Once they develop basic skills, OSSD staff can be moved throughout the Division for cross-training. All staff involved in the use of the data systems are required to attend training prior to being allowed access to the system (up to 8 hours for each) and participate in bi-annual recertification.

The skill level, in particular with the data systems, does make it difficult for staff assigned to other Bureaus and Units to be temporarily assigned to OSSD. In most cases, the assignment expires before these temporary personnel can learn the function. Personnel from other Bureaus who do have knowledge of the Records Management (RMS) and Criminal Justice Information Control (CJIC) systems are used when possible. The Bureau of Investigations (BOI) was assisting with the entry of Field Interview (FI) cards and updating RMS and CJIC for supplemental reports. The Research & Development Unit performs quality control checks on crime coding. The California Superior Court enters citation information into the database and provides an additional level of citation quality control. The Court Liaison Unit performs case routing and prepares cases for filing with the District Attorney's Office. Other Department staff trained for records processing provide support such as citation quality control on an overtime basis. OSSD will continue to utilize these other resources to augment records management to the extent that other support staffing levels and overtime funding remains constant.

OSSD has been working to identify repetitive processes and streamline workflow throughout the Division. The Division is in the process of expanding the report scanning system to include crime reports. This will reduce the time spent looking for and copying paper files. Other technology initiatives are being explored to improve workflow within OSSD. In the meantime, OSSD is working with the other Bureaus to identify workflow processes that create inefficiencies. In

HONORABLE MAYOR AND CITY COUNCIL

May 25, 2006

Subject: Evaluation of Police Photo Lab and Records Staffing and Related Fees

Page 3

addition to this evaluation of workflow processes, the Police Department will utilize a temporary task force of six Police Data Specialist positions, proposed in the 2006-2007 Proposed Operating Budget, to address currently existing high priority backlogs in various areas of OSSD.

/s/

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Chief of Police

RLD:TB:CAA